

Strategic Planning and DCMA



This issue of the Communicator highlights DCMA's strategic planning process and how the Agency is transitioning to a performance-based management system. Our strategic plan provides the foundation upon which we build customer-based outcomes. This produces a very visible process for measuring our effectiveness.



- Improve financial management through performance and budget integration

We often refer to this goal structure as a “balanced scorecard.” Basically, that means we try to implement a balanced approach to performance management that leverages the strengths of our skilled workforce,

customer satisfaction, process discipline and sound performance-based resource management. It's a solid framework that has proven to provide solid results.

One of the most important parts of our planning process is that it doesn't stop when the plan is first published. That's just the beginning. Each of our offices — Headquarters, Districts and Contract Management Offices — develops execution plans detailing the specifics of how they support the Agency mission. This completes the circle from setting a top-down, broad Agency vision to achieving customer results throughout. It makes Agency planning an active, customer results-oriented process that focuses us all in a common direction.

In the future, as the Department looks to shift our individual performance management process to a more results-based approach tied directly to pay, it will become increasingly important for us all to link our individual performance to Agency goals. I encourage each of you to talk with your supervisor to find out how you fit into the Agency plan — how you contribute to our shared vision of becoming an indispensable partner chosen by our customers for the best solutions.

Jim Russell

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Mention strategic and performance planning in most federal agencies and you're likely to be greeted with a blank stare. At best, someone will reach up on a distant shelf and pull down a dusty brochure with some nice words and pictures. When asked how it impacts their daily activities, even senior managers will often shrug.

But at DCMA, strategic and performance planning are much different. They are, in fact, fundamental to how we operate as an Agency. Our plan articulates the vision, sets priorities and communicates performance expectations up and down the chain of command. And in our new performance outcome-based environment, it will become even more critical in the future.

Our strategic plan is really the Agency's roadmap to the future. It contains not only an overall vision but also detailed guidance on how we intend to implement that vision. Embedded in the plan are specific performance commitments we have made to our senior customers, detailed Agency strategies for transforming to a performance outcome-based environment and our strategies for fostering a truly customer-centered culture in DCMA. The plan sets goals in four main areas:

- Enable our people to excel
- Deliver great customer care
- Improve support to acquisition lifecycle processes